Ministry of
Community, Sport and Cultural Development
and Minister Responsible for TransLink

2016/17 – 2018/19
SERVICE PLAN

February 2016

BRITISH
COLUMBIA

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Minister
Accountability Statement

The Ministry of Community, Sport and Cultural Development 2016/17 - 2018/19 Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

Honourable Peter Fassbender
Minister of Community, Sport and Cultural Development
Minister Responsible for TransLink
February 3, 2016

Table of Contents

Minister Accountability Statement 3

Purpose of the Ministry 5

Strategic Direction and Context 6

Goals, Objectives, Strategies and Performance Measures 8

Resource Summary 18

Resource Summary Table 18

Appendices 19

Appendix A: Ministry Contact Information 19

Purpose of the Ministry

The Ministry of Community, Sport and Cultural Development brings together key government services and supports which help to make B.C. communities great places to live, work, visit and invest. The Ministry takes leadership in supporting local governments, non-profit organizations and residents to build vibrant and healthy communities that are well governed, liveable, safe, economically resilient, socially and environmentally responsible and full of opportunities for participation in sport and the arts.

The Ministry oversees the following Crown corporations, agencies, boards and commissions, which are integral to achieving the Ministry's mission: the BC Arts Council, the BC Assessment Authority, the BC Games Society, the Board of Examiners, the Islands Trust Fund, the Property Assessment Appeal Board and the Royal BC Museum. The Ministry also oversees the Office of the BC Athletic Commissioner and the University Endowment Lands, administers the annual Property Assessment Review Panel process and supports the Audit Council for the Auditor General for Local Government. The Ministry is also responsible for TransLink.

In addition, the Ministry works in close partnership with provincial, federal and municipal governments and agencies, as well as private and not-for-profit organizations. Some of these key partners include: Infrastructure Canada, the Municipal Finance Authority of British Columbia, the Local Government Management Association, the Government Finance Officers Association of BC, the Municipal Insurance Association of BC, the Union of British Columbia Municipalities (UBCM) and TransLink.

The effective delivery of the Ministry's mandate relies on key legislation, including: the *Local Government Act*, the *Community Charter*, the *Vancouver Charter*, the *Arts Council Act*, the *Assessment Act*, the *Gaming Control Act*, the *Athletic Commissioner Act*, the *Auditor General for Local Government Act* and the *South Coast British Columbia Transportation Authority Act*.

Strategic Direction and Context

Strategic Direction

Premier Christy Clark's Mandate Letter to Minister Peter Fassbender outlines key expectations for the ministry, including implementing expense limits for local government elections, working with the federal government to secure infrastructure funding, implementing an action plan to grow B.C.'s creative economy, making recommendations to Cabinet on ways to improve transit in Metro Vancouver, and balancing the ministry's budget. The letter also directs the ministry to continue to work collaboratively with the Ministry of Natural Gas Development to ensure communities facing growth due to LNG development are provided support to manage and mitigate the impacts of significant economic development and population growth. In addition, the ministry contributes to the success of government priorities of a strong economy and a secure tomorrow, including through working to advance the BC Jobs Plan, reducing red tape and building partnerships with First Nations.

The ministry and the associated agencies, boards and commissions adhere to the Taxpayer Accountability Principles, which outline standards of fiscal responsibility and transparency across government.

Strategic Context

British Columbia is a vibrant and diverse province, with a wealth of natural and human resources, whose residents enjoy a rich quality of life. For some B.C. communities, shifting global markets and a changing environmental context have resulted in challenges, including diminished local government tax revenues from industrial downsizing. In other parts of the province, communities are responding to changes stemming from increased industrial growth. As it works to create jobs and grow the economy, government will have an opportunity to address these dynamics through focusing on strong relationships with communities and First Nations and engaging the federal government on priority programs, such as public transit and green infrastructure.

B.C. is a culturally rich province that is home to a world-renowned creative sector. A vibrant arts and culture sector is a key factor in attracting skilled workers and corporate investment as well as enhancing quality of life in B.C. communities. Like many growing sectors, the arts and culture community faces human resource and volunteer management challenges. However, the use of technology, which broadens markets, allows forengagement of audiences in new ways, and eases administrative burdens of arts organizations, offers many opportunities for the sector. The increased recognition of the importance of the arts for community-building represents another opportunity for continued growth.

Provincial funding supports a robust sport system that encourages British Columbians of all ages, abilities and backgrounds to enjoy the health and social benefits of active lifestyles and helps B.C. communities succeed as great places to live, work, visit and invest. B.C.'s changing demographics—including an aging and diversifying population—mean that the sport system must continue to evolve in order to meet the needs of British Columbians. The Ministry will continue working with sport and

multi-sector partners to help the sector address those needs and to further reduce barriers to participation.

Goals, Objectives, Strategies and Performance Measures

This Service Plan outlines the ministry's goals and objectives for the 2016/17 – 2018/19 fiscal years and identifies key strategies the ministry intends to pursue to achieve them. Over the next three years, the Ministry will work towards achieving the following outcomes:

- Goal 1: Communities and regions are effectively governed
- Goal 2: Communities and regions are vibrant and sustainable
- Goal 3: Communities are culturally rich and foster sustainable jobs, economic growth and a vibrant social fabric
- Goal 4: The provincial sport sector is robust and supports increased participation and athletic achievement
- Goal 5: Eligible non-profit societies are supported by community gaming grants to provide programs that benefit communities

The Ministry operates under the Taxpayer Accountability Principles that strengthen accountability to the citizens of B.C. by providing a common platform of compensation and accountability across the public sector. The six principles—cost-consciousness (efficiency), accountability, appropriate compensation, service, respect, and integrity—are integrated into the Ministry's operations and reflected through the goals and objectives of this Service Plan.

Goal 1: Communities and regions are effectively governed

Objective 1.1: A sound governance system that balances local government autonomy and provincial responsibilities for the benefit of citizens

Strategies

- Review and monitor the policy, legislative and regulatory framework and propose changes, so that local governments can govern effectively and meet citizens' needs. Included in these efforts will be the development of the next phase of local government election reforms, including the implementation of expense limits, targeted for use in the 2018 local government elections.
- Encourage citizen-local government engagement in decision-making, including by providing advice and resolving problems on governance, finance, land use and other matters of interest to citizens, as well as developing public information and furthering education with partner-organizations.
- Support communities in assessing their local and regional governance—including with respect

to services and organization—and, where appropriate, support communities in changing local government structure by contributing to a shared understanding of the facts and implications of proposed restructuring.

- Work to ensure that recent changes to TransLink's governance model continue to empower the Mayors' Council on Regional Transportation and support broader representation on TransLink's board of directors.
- Review the recommendations made by Chris Trumpy to improve the operations of the office of the Auditor General for Local Government and provide options for reform.
- Work to ensure there is a fair, accountable and transparent property assessment system, including an independent appeal process to encourage economic growth in British Columbia.
- Support local governments in building respectful relationships with First Nations including by contributing funding to the Community to Community Forum program which enables local governments and their First Nations neighbours to come together locally to build mutual understanding.
- Work to ensure that the annual Union of British Columbia Municipalities convention provides a comprehensive exchange of ideas between government and its municipal partners.

Objective 1.2: Local governments are able to meet the service needs of their residents

Strategies

- Enable local governments to maintain core human resource capacity by providing stable, predictable and timely funding to small and medium sized local governments through the administration of Small Community and Regional District Grants.
- Work with the federal government to participate in, and benefit from, new infrastructure programs and funding for B.C. communities, including for transportation in Metro Vancouver.
- Facilitate existing infrastructure funding to enable local governments to provide services to residents and create the conditions needed for economic growth.
- Provide targeted funding for policing, crime prevention and community safety by returning net traffic fine revenues to local governments.
- Support local governments to make effective, integrated and collaborative service provision choices, including through problem solving, guidance and program support for delivery of local and regional services such as water, recreation and economic development.
- Provide leadership as TransLink works with the Mayors' Council on Regional Transportation, to deliver efficient and accountable transportation services for Metro Vancouver and make recommendations on ways to improve transit and transportation in that region.
- Encourage strong fiscal and asset management practices to encourage the development of sustainable infrastructure and amenities to accelerate economic development for communities.

- Partner with organizations such as Asset Management BC, Government Finance Officers Association of BC, Local Government Leadership Academy, Local Government Management Association, Planning Institute of BC, and the Union of British Columbia Municipalities to educate and build capacity in local governments.

Performance Measure 1: **Number of municipalities collecting at least 90 per cent of their current year taxes**

Performance Measure	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Number of municipalities collecting at least 90 per cent of their current year taxes.	152	155	155	155

Data Source: Local governments provide the ministry with financial data at the end of the fiscal year. The ministry's reporting requirements are comprehensive and the data received is highly accurate. There were 161 municipalities in B.C. in January 2015.

Discussion:

Property taxes are the main source of annual municipal revenues and are therefore crucial in enabling municipalities to provide services to their residents. By monitoring the number of municipalities that collect at least 90 per cent of their current year taxes, the ministry is able to focus efforts on communities that may need assistance in assessing their financial capacity and addressing challenges. Ministry efforts include the development and promotion of financial best management practices, along with other decision support guidance documents, as well the provision, where needed, of direct financial planning assistance and advice.

Performance Measure 2: **Local governments' ability to obtain low-cost, long-term capital financing**

Performance Measure	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Municipal Finance Authority's Credit Rating	AAA	AAA	AAA	AAA

Data Source: Municipal Finance Authority. Ratings provided by the Moody's, Standard & Poor's, and Fitch rating agencies.

Discussion:

The cost of borrowing is a critical concern for local governments when planning capital projects. The Municipal Finance Authority of British Columbia (MFA) was created in 1970 to act as a collective borrowing agency for local governments to provide access to low-cost financing.

The ministry supports the MFA in obtaining a high credit rating and low rates for borrowing through the administration of the *Municipal Finance Authority Act*, setting local government borrowing limits, reviewing and approving loan authorization bylaws, setting financial reporting requirements, and ensuring local government financial data is available to the MFA and the financial community.

Objective 1.3: Local governments support a positive environment for business and economic development

Strategies

- Work with partners to ensure property tax on industrial and business properties promotes competitiveness and investment while maintaining local government capacity.
- Encourage local governments to engage with the business sector and other stakeholders to create policies, processes and actions to enable economic growth.
- Promote the reduction of "red tape", in conjunction with the Ministry of Small Business and Red Tape Reduction, to decrease the regulatory burden on citizens and businesses.
- Work with the Ministry of Jobs, Tourism and Skills Training to assist local government efforts to create and implement economic development strategies, policies and actions.

Goal 2: Communities and regions are vibrant and sustainable

Objective 2.1: Communities benefit from the long-term economic, regional and social opportunities that emerge from major industrial growth, including liquefied natural gas

Strategies

- Assist local governments to build the capacity needed to respond to the demands and opportunities for sustained regional economic growth from major industrial activity.
- Build a framework that can serve to leverage the social, economic and community dividends that result from the expansion of industrial activity in the province.

Objective 2.2: Communities have effective water and waste management

Strategies

- Provide targeted funding to local governments to help them achieve provincial water and waste management objectives.
- Provide tools and resources to local governments to assist them in conserving and protecting water resources.
- Encourage local governments to use liquid and solid waste as a resource and maximize the recovery value.
- Promote the use of the best, lowest life-cycle cost approaches for local government infrastructure projects.

Objective 2.2: Local governments are implementing strategies to improve community sustainability

Strategies

- Update ministry infrastructure funding programs to encourage local governments to innovate, integrate and prioritize those projects that deliver environmental, economic and/or social benefits.
- Provide guidance, advice and tools to help local governments meet their commitments under the *British Columbia Climate Action Charter*.
- Encourage local governments to facilitate the development of more affordable market housing options near transit.
- In partnership with the federal government and the Union of British Columbia Municipalities, continue to implement the Federal Gas Tax Transfer Fund that came into effect on April 1, 2014.
- Provide tools and resources for local governments to integrate land use planning and management decisions with transportation, infrastructure and financial planning and decision-making.
- Promote the effective development, adoption and implementation of Regional Growth Strategies by providing advice throughout the process and assistance for resolving disputes.
- In partnership with the Ministry of Transportation and Infrastructure, assist communities in implementing priority infrastructure projects that support sustainable service delivery under the New Building Canada Small Communities Fund Program, a joint federal/provincial infrastructure funding program.

Performance Measure 3: Percentage of local governments taking action to reduce their carbon footprints

Performance Measure	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Percentage of local governments taking action to reduce their carbon footprints	95%	95%	95%	95%

Data Source: Local governments' annual Climate Action Revenue Incentive Program (CARIP) reports. The measure reflects the percentage of local governments (including the Islands Trust) submitting CARIP reports, which outline local governments' actions to reduce their carbon footprint.

Discussion:

Actions taken by local governments to increase energy efficiency or reduce their corporate and community-wide greenhouse gas (GHG) emissions are key to creating sustainable communities and regions. Local governments are also using planning tools and making more sustainable land use decisions to create complete, compact and energy efficient communities and regions with more diverse housing, greenspace and renewable energy and transportation.

Goal 3: Communities are culturally rich and foster sustainable jobs, economic growth and a vibrant social fabric

Objective 3.1: Implement initiatives to grow B.C.'s creative economy and workforce

Strategies

- Assist B.C.'s creative workers in developing their careers through programs offered by BC Creative Futures, the BC Arts Council and partners.
- Provide funding to encourage the development of more collaborations, creative clusters and collocations of artists and cultural organizations.
- Invest in strengthening the capacity of Aboriginal artists.
- Create opportunities for the cultural sector to access new markets, including by showcasing artists internationally, in order to support success in the province's trade, investment and tourism strategies.
- Maximize public and private investment in the arts by demonstrating the value of public and private partnerships as well as philanthropy.
- Realize the full potential of the creative sector in communities by investing in cultural events and by enhancing partnerships with local governments.
- Foster creativity in children and youth through the programs outlined in the BC Creative Futures strategy.

Performance Measure 6: Career development opportunities provided to help grow the creative economy and workforce

Performance Measure	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Number of career development opportunities provided[1]	80	200	210	220[2]

Data Source: Arts and Culture Branch and the BC Arts Council.

[1] For the purpose of this measure, career development opportunities are defined as the number of participants in:
- the BC Arts Council's BC Early Career Development program;
- Training for Aboriginal artists;
- the Wildcat apprenticeship training;
- the Arts Legacy Fund showcasing project.

[2] The career development target is the result of the Wildcat program completing in 2017/18. The out-year targets may be adjusted upward in the future as plans for additional programs or spaces are finalized.

Discussion:

The government's plan to grow the creative economy aims to drive innovation, productivity and entrepreneurship throughout the province. Developing B.C.'s creative workforce is one of the strategy's key pillars, which the Ministry supports through a number of programs to provide artists and other creative workers with career development opportunities ranging from business training, to opportunities for mentorship, to the showcasing of artists and their work.

Objective 3.2: British Columbia's arts and culture sector is vibrant, resilient and recognized for artistic excellence

Strategies

- Foster artistic excellence in all art forms and practices by investing in artistic exploration and innovation and the strength of arts and culture organizations through programs offered by the BC Arts Council.
- Strengthen engagement in the arts by increasing the opportunities for British Columbians to participate in the arts and providing leadership to increase community engagement.
- Support the richness of Aboriginal artists and communities in B.C. by acknowledging the contribution of Aboriginal artists and their culture and supporting Aboriginal artists and organizations to help them participate in a wide range of artistic and cultural activities.
- Develop the artistic and adaptive capacity of the arts and culture sector in B.C.
- Engage audiences and artists reflective of the diverse demographics of the province.

Performance Measure 5: Geographic reach of BC Arts Council funding

Performance Measure	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Number of communities and regional districts where cultural and artistic activities are supported with BC Arts Council funding.[1]	More than 200 communities; 27 Regional Districts	More than 205 communities; 27 Regional Districts	More than 210 communities; 27 Regional Districts	More than 215 communities; 27 Regional Districts

Data Source: BC Arts Council.

[1] For the purpose of this measure, communities are defined as municipalities and unincorporated settlements.

Discussion:

The BC Arts Council's mandate is to engage all British Columbians in a healthy arts and cultural community recognized for excellence. By targeting the vast majority of B.C. communities and all 27 regional districts, this measure indicates the degree of the Council's success in being inclusive of all British Columbians, regardless of whether they live in rural areas, small cities or large urban centers.

Goal 4: The provincial sport sector is robust and supports increased participation and athletic achievement

Objective 4.1: Individuals have more opportunities to participate in sport in order to be more physically active, healthier and achieve their personal goals

Strategies

- Promote opportunities for British Columbians to participate and achieve personal goals in organized sport by supporting programs, services and organizations, such as provincial and multi-sport organizations.
- Provide support to initiatives that reduce geographic, financial and other barriers to participation and achievement in sport (e.g. Accessibility 2024 initiatives, KidSport BC).
- Improve health, social and educational outcomes for youth through school-based and community sport.
- Support the Parliamentary Secretary for Youth Sport to promote and advance youth participation in sport, with an initial focus on First Nations and Aboriginal youth. The Parliamentary Secretary will work with First Nations, Aboriginal leaders and youth to co-create a new Premier's Award for Aboriginal Youth Athletic Achievement, with a goal of completing the first round of nominations, selection, and award in 2016.
- Increase coach and leadership development opportunities and support organizations and programs that promote safe experiences and skill development in sport.
- Work with the provincial sport sector to streamline operations to create savings available for reinvestment into community programming.

Objective 4.2: Athletes have more opportunities to achieve excellence in sport to inspire greater participation in their home communities

Strategies

- Help B.C. athletes excel by providing resources during their development (e.g. provincial and regional coaching, sport science expertise).
- Support B.C. athletes as they progress and pursue excellence at higher levels of competition (e.g. BC Games, Canada Games, Olympic and Paralympic Games and other major events).

Performance Measure 6: Percentage of B.C. athletes on national teams

Performance Measure	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Percentage of B.C. athletes on national teams.[1]	30.1%	greater than 25%	greater than 25%	greater than 25%

Data Source: Canadian Sport Institute Pacific.

[1] National teams include those athletes who represent Canada at events such as Olympic, Paralympic, or Commonwealth Games and/or World Championships or who are supported through the Sport Canada Athlete Assistance Program (AAP) in the current year. Other indicators related to this measure that will be monitored are the number of BC Games and Team BC athletes on national teams; medals won at Games and world championships; Team BC performance at Canada Games, Western Summer Canada Games, and North American Indigenous Games. Sports included in the measure are those that have been targeted for enhanced performance support funding. Nineteen such sports were included in the measure in 2014/15.

Discussion:

This measure reflects the health of B.C.'s sport system—including its organizations, coaches, athlete development programs and facilities—and the value of the Province's investment in the system. More than 30 per cent of national team members are B.C. athletes—more than double B.C.'s share of Canada's population (13 per cent). This represents the effectiveness of B.C.'s sport system in supporting our athletes to excel.

Objective 4.3: Major events support sport, economic and community development

Strategies

- Launch new elements of the Sport, Arts and Culture Hosting Program, such as additional toolkit components, a "live support" resource, and knowledge transfer mechanisms.
- Invest in major hosting opportunities, such as the BC Games, the 2016 Canada Cup of Wheelchair Rugby, the 2016 Women's World Softball Championships, the 2016 World Women's Hockey Championships and the 2016 World Rugby Sevens (men and women).
- Support a wide range of regional sport events province-wide through the Hosting BC program that bring significant social and economic benefits to communities across B.C.
- Provide oversight to the BC Athletic Commissioner (BCAC), an independent office that regulates the conduct of professional boxing and mixed martial arts (MMA) as well as amateur MMA, kickboxing, Muay Thai and pankration events throughout British Columbia.

Goal 5: Eligible non-profit societies are supported by community gaming grants to provide programs that benefit communities

Objective 5.1: Enhance client service experience of the Community Gaming Grant program

Strategies

- Continue to ensure gaming grants eligibility criteria result in positive distributions to communities.
- Deliver community presentations on gaming grant guidelines.
- Update the community gaming grant website to improve user-experience and enhance clarity. This may include, for example, video tutorials to assist applicants in addressing frequently asked questions.
- Support community groups such as the BC Association for Charitable Gaming and BC Association of Aboriginal Friendship Centers to assist other not-for-profit organizations in the application process.
- Provide community gaming grants staff with skills training in customer service and deliver annual customer surveys to clients, beginning in 2016.

Resource Summary

Core Business Area	2015/16 Restated Estimates[1]	2016/17 Estimates	2017/18 Plan	2018/19 Plan
Operating Expenses ($000)				
Local Government[2]	148,607	178,640	183,730	183,786
Integrated Policy, Legislation and Operations	2,789	2,797	2,823	2,843
Arts, Culture, Gaming Grants and Sport[3]	46,705	46,728	46,771	46,802
Transfers to Crown Corporations and Agencies	11,866	11,866	11,866	11,866
Executive and Support Services	5,861	5,906	5,976	6,039
Ministry Totals	215,828	245,937	251,166	251,336
Special Accounts				
BC Arts and Culture Endowment special account	2,500	2,500	2,500	2,500
Physical Fitness and Amateur Sports Fund	1,700	1,700	1,700	1,700
University Endowment Lands Administration Account	8,442	8,442	8,442	8,442
Total	228,470	258,579	263,808	263,978
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services				
Total	**1,288**	**1,074**	**402**	**2**

[1] For comparative purposes, amounts shown for 2015/16 have been restated to be consistent with the presentation of the 2016/17 Estimates.

[2] Local Government includes University Endowment Lands (UEL), Assessment Services, and Assessment Policy and Support.

[3] Arts, Culture, Gaming Grants and Sport includes $135M for Community Gaming Grants and ($135M) of offsetting Recoveries.

*All amounts exclude approved access to Contingencies.

*Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates."

Appendices

Appendix A: Ministry Contact Information

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Further information on the various programs and services provided by the Ministry of Community, Sport and Cultural Development can be found at www.gov.bc.ca/cscd.

To contact a specific person or program in the Ministry of Community, Sport and Cultural Development, please refer to the B.C. Government Directory.